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DEFENSE SYSTEMS MANAGEMENT COLLEGE 86 CATALOG

COURSES AND INFORMATION FOR MILITARY OFFICERS AND CIVILIAN EXECUTIVES
IN DEFENSE ACQUISITION MANAGEMENT





Mission

The Defense Systems Management College (DSMC) is dedicated to educating acquisition professionals and conducting research to support and improve defense systems acquisition program management. This mission has three basic elements:

- Conducting advanced courses of study designed to prepare selected military officers and civilians for defense systems acquisition assignments at all echelons.
- Conducting research into all activities related to defense systems acquisition management.
- Assembling and disseminating information concerning new policies, management concepts, or procedures related to defense systems acquisition.



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**DEFENSE SYSTEMS
MANAGEMENT COLLEGE
1986 CATALOG**

FLARE

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MILITARY OFFICERS AND CIVILIAN EXECUTIVES
IN DEFENSE ACQUISITION MANAGEMENT

The Defense Systems Management College Catalog is published annually by the Defense Systems Management College, Fort Belvoir, Virginia 22060-5426. For more information about the College, about any material in this catalog, or about specific class schedules, call the Registrar at (703) 664-2152 or 664-3120; also, AUTOVON 354-2152 or 354-3120.

1986 Catalog published under the direction of the Publications Directorate, Department of Research and Information.

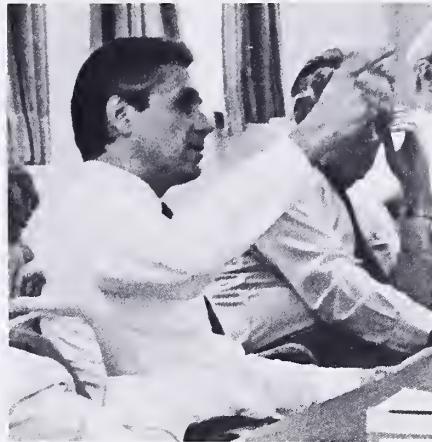
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FOREWORD

The work of fulfilling the Defense Systems Management College (DSMC) mission is a major challenge in today's turbulent environment. Meeting this challenge head-on requires a team effort—by both faculty and staff. It requires keeping in step with dynamic actions of the legislative and executive branches of our federal government aimed at improving management of the defense systems acquisition process. I would note only two of many recent indications of the military services' commitment to improve the process. They are (1) direction of the Army that all future program managers be graduates of the DSMC Program Management Course, and (2) the Secretary of the Navy initiated Material Professional (MP) officer career program which designates that about 40 percent of the flag officer billets be assigned to this new career field.



After serving for more than 14 years as the center for acquisition management education in the Department of Defense, the College has earned a worldwide reputation within government and industry for the excellence of its education, research, and information dissemination programs. This reputation was gained by a disciplined adherence to its basic mission, and adapting DSMC programs to changes in the acquisition process because of new directions over the years from the executive and legislative branches.



The threefold mission of the College, as stated in the charter, has not changed in concept since 1971. It follows:

■ **First:** The basic mission is to prepare those people in the military services, who will be managing tomorrow's defense systems acquisition programs, to employ the best management practices known to produce defense systems that will meet performance objectives without exceeding anticipated costs or slipping schedules.

■ **Second:** The defense systems acquisition research mission is to support the educational mission of the College itself, as well as the Office of the Secretary of Defense (OSD) and the needs of the military services.

■ **Third:** The collection and dissemination of acquisition management information to people in OSD, the military services and the defense industry.





Under the critical eyes of the public-at-large, the Congress and the media, it is not enough for today's manager of a defense system program to be technically competent and attuned to the full breadth of his responsibilities in the acquisition business. The manager must be this and a great deal more. The effective program manager must possess unique leadership qualities, tenacity in driving toward goals, and the ability to maintain a good relationship with superiors and the Congress. Of course, the manager must know basic elements of the acquisition business that are provided by DSMC. Consistent with these elements, our College is impressing on the students the need to acquire a defense system that meets performance requirements, on time and within budget. In addition, we are teaching students those steps that can be taken to "streamline" the complex acquisition process without jeopardizing a program from the point of view of performance, cost, or schedule. We are teaching them how to make intelligent trade-offs when the "real world" intrudes rudely.

As part of growth in the Program Management Course from 216 to 270 students and to accommodate needs for the users, a new academic facility is being constructed on the campus. The facility will contain a secure auditorium with 400 seats, 40 student study rooms, 5 seminar rooms, and space to enlarge the DSMC library. The library will have room to house the major collection of books, periodicals, reports, microfiches, and tapes of various types relating to the field of acquisition management. The facility will be ready for use in the spring of 1986.

The ever-increasing need for acquisition education and the geographical dispersion of the acquisition community have led to the establishment of Regional Centers to conduct short courses in Huntsville, Los Angeles, St. Louis, and Boston. While we have seen early benefits from this initiative, the ultimate success will depend on the user's support for the program—both from the standpoint of providing students and helping the Regional Directors by making available adjunct faculty. Our Regional Directors are on site to help in every way possible.

To keep pace with "how it is done in the real world" of defense systems acquisition, the College has initiated a variety of acquisition research projects. In 1985, about half of the projects were conducted in-house and the rest were contracted out. All of those contracted out were performed under direct supervision of the DSMC staff and faculty. One of the most visible products of the research program is a series of practical handbooks and guides for program and functional managers. Among them are the *Manufacturing Management Handbook*, *Risk Assessment Techniques*, *Establishing Competitive Production Sources Handbook*, *Acquisition Strategy Guide*, and a *System Engineering Management Guide*. These documents, as well as reports containing results of acquisition research, are used in the classroom. Because information is current and carefully researched, these documents are in frequent use by defense systems acquisition professionals.



The bimonthly **Program Manager**, the DSMC journal, continues to broaden its circulation. It has captured the attention of the acquisition management community and articles that appear in its pages are frequently quoted by speakers in lectures and symposiums.

The DSMC can boast that it has a fully integrated Information Resource Management System (IRMS). The IRMS includes a six-channel local area network (LAN) closed-circuit television system and many Zenith Z-100 microcomputers.

To assist the College in keeping abreast of current acquisition management issues and to provide open lines of communication to program managers in the field, a DSMC Alumni association has been

formed and is active in the College's ongoing effort to improve defense systems acquisition education. In June of 1985, for example, the Alumni Association conducted its second Program Manager's Symposium with the theme, "The Program Manager: Controlling the Controllable." In addition, a quarterly newsletter is published by the Association. All graduates of DSMC courses, as well as past and present faculty and professional staff members, are invited to join.

This annual catalog presents an overview of the DSMC academic, research, and information dissemination activities. It includes a brief description of each course, their schedules, the research and information collection and dissemination programs, and identifies faculty and professional staff members.



At DSMC, we are committed to ensure that U.S. military services have the necessary expertise to manage defense systems acquisition so that our soldiers, sailors, airmen and marines are equipped with highly reliable, supportable and effective weapon systems. The logo in our reception hall reflects the DSMC motto in Latin, "*Ductus, Doctrina, Dominato*"... leadership, scholarship, management. We are proud of our ability to perform this task effectively for the Department of Defense and, ultimately, for the benefit of citizens of the United States.

The faculty and staff of the College welcome you to our campus and hope that your experience will be a rewarding one. If it is, tell others; if it is not, tell us and we can take steps to make it so before your next visit.

Charles P. Cabell, Jr.
Brigadier General, USAF
Commandant



Defense Systems Management College



Immediate origins of the Defense Systems Management College can be traced to 1969 when then Deputy Secretary of Defense David Packard formed a review group to study all aspects of existing acquisition management education. Secretary Packard believed that successful acquisition programs were based on "participatory management," and that acquisition management education should therefore place less emphasis on procedures and more on people.

The primary focus of the review group's study was the Defense Weapon Systems Management Center, which had been established at Wright-Patterson AFB, Ohio, in 1964. This was the only DOD educational in-

stitution dedicated to training managers for defense acquisition programs. Among other things, the review group determined that the Center's geographic location made it difficult for defense policymakers in Washington to actively participate in the educational program, a serious deficiency in the view of the Deputy Secretary. The group therefore recommended that the school be moved closer to the Washington, D.C., area.

In September of 1970 Secretary Packard accepted the group's recommendations, including the recommendation to relocate the school. This led directly to the establishment, on 1 July 1971, of the Defense Systems Management School at Fort Belvoir.

The School gained in stature in 1974 when Deputy Secretary of Defense William P. Clements, Jr., issued a directive covering career development of DOD acquisition management personnel. This directive suggested that all program manager candidates attend the School either before or shortly after being assigned to a major program office. In 1976, Secretary Clements directed that the School be redesignated the Defense Systems Management College, both in recognition of the true scope and sophistication of the curricula, and to better reflect the level of professional education offered by the institution.



Brigadier General Charles P. Cabell, Jr.,
USAF
Commandant



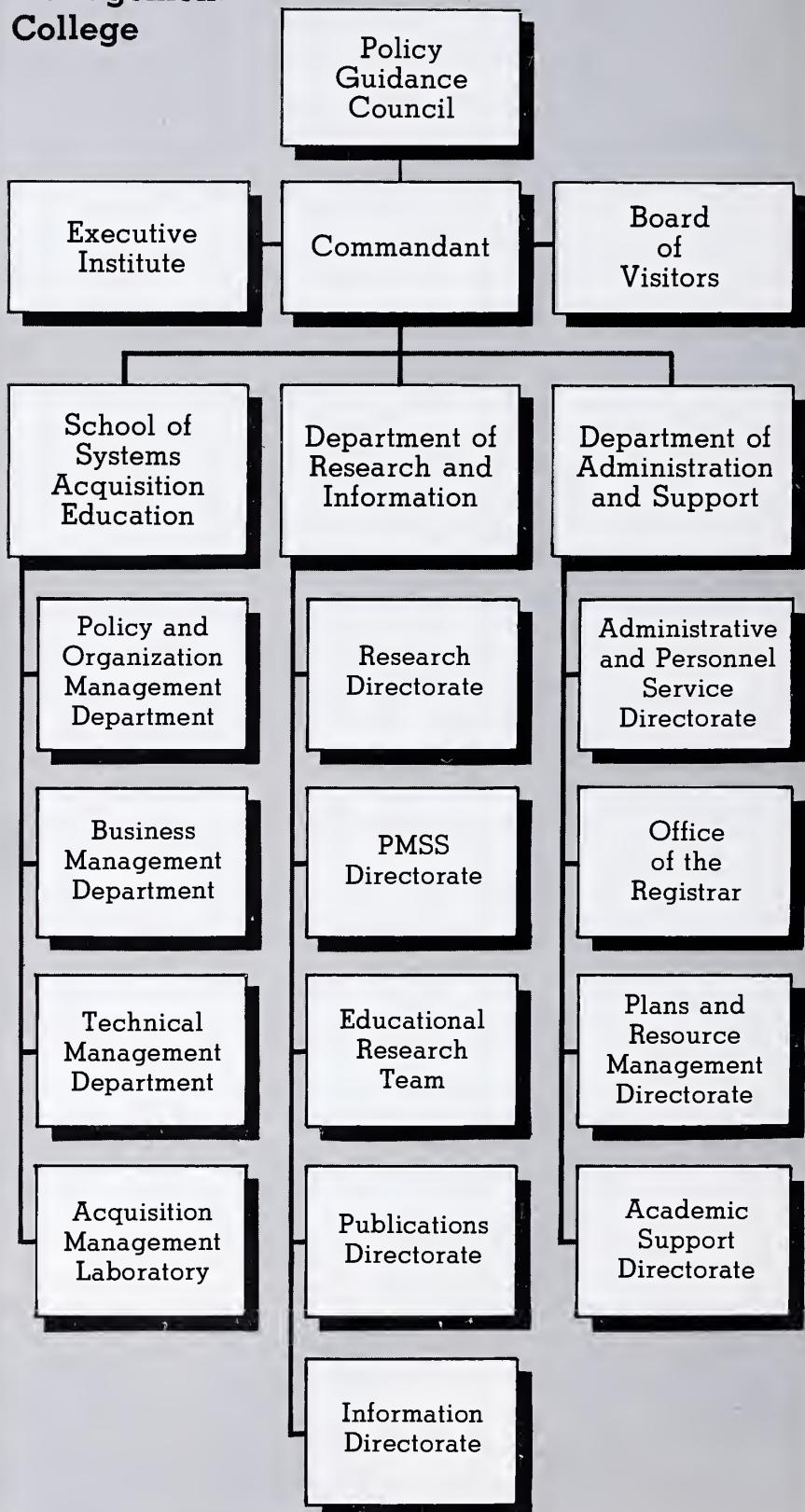
Colonel Stanley J. Souvenir, USA
Deputy Commandant

The first course offered by the College was the 20-week Program Management Course, which remains today the nucleus of the academic program. The second course to be added to the curricula was the Executive Refresher Course in Acquisition Management, offered for the first time on a quarterly basis beginning in February 1972. Also in 1972 came the Contractor Performance Measurement Course, followed in 1973 by the Systems Acquisition Management for General/Flag Officers seminar. Since 1973, more short courses have been added to the academic program.

Since the College opened in 1971, more than 20,000 military and civilian personnel from all the services and other federal agencies, as well as middle managers from defense industry, have completed one or more courses at the college.

Through the continuing support of the Office of the Secretary of Defense and the advice and consultation provided by the Policy Guidance Council and the Board of Visitors, the College shall continue to play an increasingly greater role in preparing today's manager for an active and productive role in tomorrow's world.

Organization of the Defense Systems Management College



Policy Guidance Council

Acting for the Secretary of Defense in governing the College, the DSMC Policy Guidance Council was established in September of 1970.

The Council: (a) establishes policy, provides guidance, and acts as prime jurisdictional agent for the operation and administration of DSMC; (b) approves the admissions policy and curriculum for each new DSMC course; (c) approves the nomination of the DSMC Commandant and the Deputy Commandant; and (d) approves the nomination of each member of the DSMC Board of Visitors.

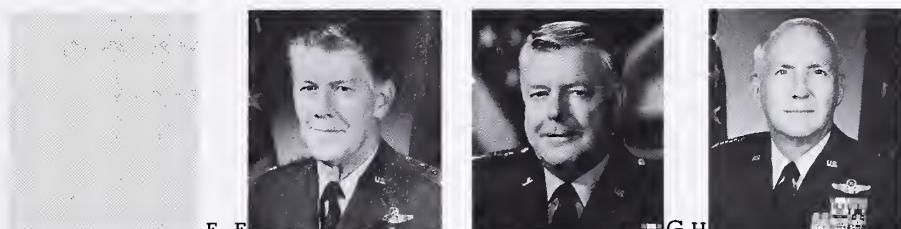
The Council is chaired by the Under Secretary of Defense for Research and Engineering. Other members are as follows: the Assistant Secretaries of Defense (Force Management and Personnel), (Comptroller), (Acquisition and Logistics) and (Command, Control, Communication and Intelligence); Commanders of the U.S. Army Materiel Command, the Air Force Logistics Command, and the Air Force Systems Command; the Deputy Chief of Naval Operations (Logistics); The Assistant Secretary of the Army (Research, Development and Acquisition); Assistant Secretaries of the Navy (Research, Engineering, and Systems) and (Shipbuilding and Logistics); the Assistant Secretary of the Air Force (Research, Development, and Logistics); and the Director, Program Analysis and Evaluation, Office of the Secretary of Defense.



(A)Hon. Donald A. Hicks
Under Secretary of Defense for Research and Engineering
(B)Hon. James P. Wade, Jr.
Assistant Secretary of Defense for Acquisition and Logistics



(C)Hon. Robert W. Helm
Assistant Secretary of Defense (Comptroller)
(D)Hon. Donald C. Latham
Assistant Secretary of Defense (Command, Control, Communication and Intelligence)



(E)Vacant
Assistant Secretary of Defense (Force Management and Personnel)
(F)General Lawrence A. Skantze, USAF
Commander
Air Force Systems Command



(G)General Richard H. Thompson, USA
Commander
U.S. Army Materiel Command
(H)General Earl T. O'Laughlin, USAF
Commander
Air Force Logistics Command



(I)VADM Thomas J. Hughes, Jr., USN
Deputy Chief of Naval Operations (Logistics)
(J)Hon. Jay R. Sculley
Assistant Secretary of the Army (Research, Development, and Acquisition)



(K)Hon. Melvyn R. Paisley
Assistant Secretary of the Navy (Research, Engineering and Systems)
(L)Hon. Thomas E. Cooper
Assistant Secretary of the Air Force
(Research Development and Logistics)



(M)Hon. Everett O. Pyatt
Assistant Secretary of the Navy (Shipbuilding and Logistics)
(N)Hon. David S. C. Chu
Director
Program Analysis and Evaluation, OSD

The Council meets with the Commandant to review operations and approve the five-year plan.

Board of Visitors

Board Chairman
(A)Dr. Michael A. Wartell
Vice President for
Academic Affairs
Humboldt State University



A



Establishment of the DSMC Board of Visitors provided the Policy Guidance Council and the Commandant with professional and technical counsel on the operation of the College. The Board examines the organization, management, curricula, methods of instruction, facilities, and other aspects of the College operation, and at least once a year reports to the Policy Guidance Council and the commandant, setting forth the results of the examination and making recommendations for best accomplishing the College mission. The Board comprises four representatives from defense industry, two from the academic community, and three from the general business community.

Members are appointed by the Commandant subject to the approval of the Policy Guidance Council. A member usually serves 2 years; however, that term may be extended by 2 years by the Commandant upon recommendation of the Board Chairman, who is elected from the membership.

Academic



B



C

(B)Dr. John S. Toll
President
University of Maryland

(C)Dr. Jack R. Borsting
Dean, School of Business
Administration
University of Miami

General Business



D

(D)Mr. Leonard F.C. Reichle
Group Vice President
EBASCO Services, Inc.



Defense Industry



E



F

(E)Mr. Henry Hebelter
President
Boeing Aerospace Company



G

(G)Mr. Donald J. Yockey
President
Defense Electronic Operations
Rockwell International

(H)Mr. Jack L. Bowers
Chairman and Chief Executive Officer
Sanders Associates, Inc.

Executive Institute

An Executive Institute was established to bring to DSMC the experience of senior systems acquisition managers in order to carry out the following objectives:

- Expose students to the "big picture" and top-level point of view;
- Assist in the development of new and innovative course material; and
- Conduct liaison and promote interaction with executives in government, industry, and academia.

The Executive Institute comprises chairs similar to endowed chairs at a civilian college, whose occupants have their principal backgrounds in industry, the Army, the Navy, and the Air Force. The industry chair, designated the James Forrestal Memorial Chair, is supported by the National Security Industrial Association



(NSIA), which nominates the incumbent, subject to the approval of the DSMC Commandant. Occupants of the departmental chairs are nominated by the military departments, and are members of, or candidates for, their respective Senior Executive Services. Appointments are for a finite term and must be approved by the Commandant.

The Industry Chair is occupied by Mr. David Westermann. The Air Force Chair is occupied by Dr. Clarence E. Bergman. The Navy Chair is occupied by Mr. Jerome K. Goldschmidt. The Army Chair is occupied by Mr. Perry C. Stewart.

Members of the Executive Institute have broad latitude in how they carry out the objectives of the Institute. They make presentations to students in

various classes, both the PMC and short courses. These presentations cover fundamental issues and objectives of systems acquisition management, as well as the particular areas of expertise of the members. Members also engage in consultations with individuals and groups of DSMC faculty and students. It is the custom of the Executive Institute to maintain an "open-door" policy to encourage such discussion.

Institute members also engage in their own research activities, contributing papers resulting from these studies to professional journals. On occasion they serve as consultants to various organizations within the Department of Defense.

Finally, members of the Institute find it possible, in an establishment of higher education, to continue their own education by themselves attending classes in the College.



Mr. David Westermann
James Forrestal Memorial
Industry Chair



Dr. Clarence E. Bergman
Air Force Chair

Mr. Perry C. Stewart
Army Chair

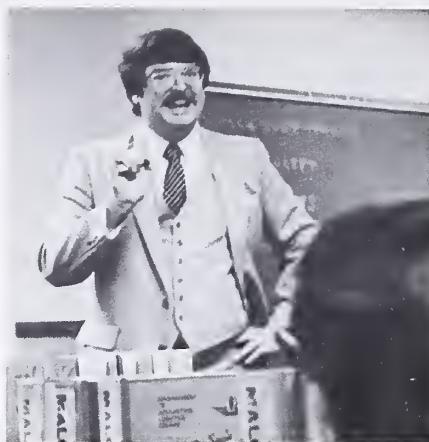
Mr. Jerome K. Goldschmidt
Navy Chair

School of Systems Acquisition Education

Comprising four departments (Policy and Organization, Technical, Business, and a multidiscipline laboratory), the School of Systems Acquisition Education conducts the Program Management Course and a number of management-oriented short courses.

The Program Management Course curriculum treats all aspects of program management in an integrated manner and provides a comprehensive overview of Department of Defense acquisition policy. The short courses are structured to meet the special needs of selected program managers and intermediate-level functional managers and to develop and verify new lessons for the Program Management Course.

The School's executive management courses are



Colonel Thomas H. McCauley, USAF
Dean



designed to update or maintain the currency of senior-level managers in the Department of Defense or organizations that have defense-related responsibilities.

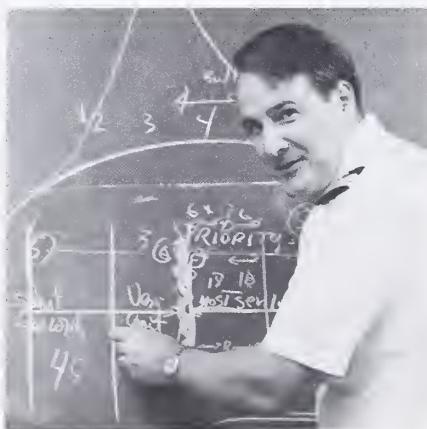
The systems acquisition education curriculum is continually updated to keep abreast of current management practices and lead the development of new methods. Each faculty member maintains a close liaison with the military departments, other educational institutions, industry and business organizations, and professional societies.

The School has developed a distinguished guest lecturer program as an essential part of the College curriculum. This program is designed to make possible maximum interaction among students and top-echelon policymakers and recognized experts from DOD,

the Congress, the General Accounting Office, other government agencies, defense industry, and the academic community. Further, an industry program has been put in place during which student groups visit production facilities of major industry PMs to review program activities. The service PMs act to support student development of issues and focus for the industry visitations.

Members of the faculty conduct research within their specialty areas and publish the results in professional and service journals. Faculty members also provide consulting assistance to program offices and industry groups on request.

The four departments that make up the School of Systems Acquisition Education are as follows:





The Policy and Organization Management Department (POMD) provides instruction about how the traditional management concepts of planning, organizing, staffing, leading-motivating and evaluating-controlling are applied in the Weapons System Acquisition Process. This is done from three perspectives. First is the external environment in which a program management office must operate. Second is the internal operations of the program management office. Third is the individual managerial skills that one needs to develop to deal with the internal and external environment.

The Technical Management Department (TMD) provides instruction covering management of the engineering aspects of systems acquisition programs. The areas of coverage include systems engineering (hardware and software), integrated logistics support, production, test and evaluation, and life cycle cost/design to cost.

The Automation Resources Department (ARD) provides instruction in the use of automated management tools as well as supporting the College's automated administrative systems.

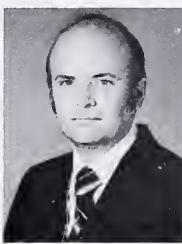
The Business Management Department (BMD) provides

instruction in contract and financial management. Each of four functional subcourses is taught from the point of view of the important interactions with and within the program office.

The Acquisition Management Laboratory (AML) provides experiential learning opportunities which integrate course material presented in other departments. The media used include a series of case studies covering the acquisition life cycle of a weapon system, computer-based decision exercise simulations, individual student program management decision briefings, and industry production facility visitations.



Gregory T. Wierzbicki
Associate Dean for School of
Acquisition Education



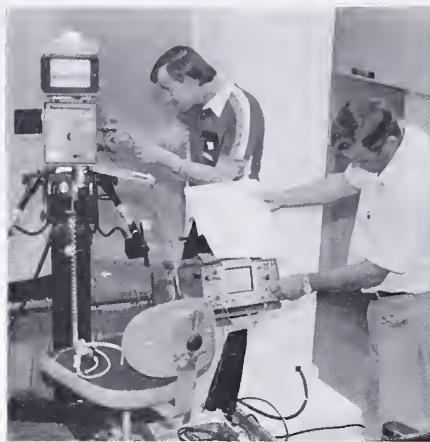
Mr. John R. Snoderly
Associate Dean for
Automation Resources



**Lieutenant Colonel
Richard T. Banks, USA**
Course Director,
Program Management Course

Department of Administration

The Department of Administration and Support is responsible for the general administration, business management, and operational support functions of the College. Among the major functions of the Department are financial management, procurement and contracting, personnel administration, admissions and registration, graphic arts, duplicating, audiovisual,



(L)Colonel William V. Murry, USA
Dean

(R)Lieutenant Colonel
Rock C. Wheeler, Jr., USA
Associate Dean for Administrative
and Personnel Services



Department of Research and Information

System acquisition management research, and the assembly and dissemination of information concerning policies, methods, and practices in program management are two of the College's basic missions, and are the responsibility of the Department of Research and Information.

The Research Directorate manages the College's overall program of applied acquisition research. Developing innovative solutions for today's problems while actively probing the forefront of tomorrow's issues, the program's fundamental purpose is to improve the acquisition process and its management. To that end, it supports the continuing development of the College curricula, develops new management techniques for use by program management offices, and assists in formulating acquisition policy.



Captain Lucian C. Evans, USN
Dean



Research is conducted by faculty members and selected students and is complemented by contractual efforts. Underlying a major emphasis on finding ways to reduce and control system acquisition costs more effectively are wide-ranging endeavors in program management, acquisition strategy, contract management, competition, productivity, and support.

These activities are complemented by the work of two other organizations in the Department: one dedicated to automated decision support, the other to long-range curriculum planning.

The PMSS Directorate was formed in August 1983 to manage the development of the Program Manager's Support System. The PMSS is an application of decision support system techniques in the defense program management environment. The objective of

this directorate is to develop management modules which can be used as decision aids in the classroom at the College and can be employed in program management offices throughout the services. The modules will be integrated by PMSS system software which will provide the program manager with an improved capability to analyze and manage her/his program.

The Educational Research Directorate is the long-range planning arm of the College. This team monitors defense acquisition trends, analyzes service educational needs, and develops subject matter and teaching concepts that could be introduced into the DSMC curricula in the future. The team functions primarily as a think tank for developing and reviewing innovative educational concepts which are unconstrained by the current curriculum,





present methods of education, and current operations. By fostering contacts with key members of the defense acquisition community, other government organizations, industry, and universities, the team will point the way in planning for the future of the College.

The Publications Directorate helps to disseminate acquisition management information through publication of a periodical and a number of special acquisition- or management-oriented documents. The periodical, is the bimonthly *Program Manager*, the journal of the Defense Systems Management College. *Program Manager* is

an open forum for the critical examination and discussion of acquisition issues, policies, and practices. The journal presents reports by defense and industry leaders on new concepts, policies, and practices in defense acquisition.

The Information Directorate provides information and reference services to DSMC students, faculty and staff. The Directorate maintains an extensive collection of books, newspapers, periodicals, reports, documents, microfilm, and audio-visual aids in the field of management, with special emphasis on defense systems acquisition management. On-line access to the Defense Technical Information

THE
PROGRAM
MANAGER'S
NOTEBOOK



Center (DTIC), DIALOG, OCLC, and DMS is available.

The Directorate is continually extending its defense systems acquisition management reference collection and special repositories such as the multi-national repository and official defense systems acquisition management document repository.



Source of DSMC Students

As a joint-service, Department of Defense Institution, the Defense Systems Management College, tailors its academic program to the needs of current or future military acquisition managers. At the same time, the College's emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry, and, in some cases, from allied nations. For most courses, attendance by non-DOD personnel is encouraged. The following paragraphs show the diversity of the DSMC student body.

The following is a representative listing of companies that have sent employees to DSMC (with the total students sent in parentheses). Besides many other companies, they are: Advanced Technology, Inc., (11),



Bell Co. (12), The Bendix Corp. (21), The Boeing Co. (140), Booz-Allen and Hamilton Co. (14), Computer Sciences Corp. (11), Emerson Electric Co. (17), Fairchild Republic Co. (13), FMC Corp. (17), Ford Aerospace (18), General Dynamics Corp. (58), General Electric Co. (17), Goodyear Aerospace Corp. (166), Gould, Inc. (20), Grumman Aerospace Corp. (77), Honeywell, Inc. (34), Hughes Aircraft Co. (47), IBM Corp. (135), Information Spectrum, Inc. (18), Ingalls Shipbuilding (14), Lockheed Corp. (74), Martin Marietta Aerospace (148), McDonnell Douglas Corp. (42), Northrop Corp. (12), Raytheon Co. (26), RCA (21), Rockwell International Corp. (86), Sperry Corp. (31), Texas Instruments, Inc. (24), United Technologies (22), Vought Corp. (21), Westinghouse Corp. (40).

In addition to the military departments, the following government agencies have sent employees to DSMC: Central Intelligence Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Logistics Agency, Defense Nuclear Agency, Department of Energy, Department of Transportation, General Accounting Office, General Services Administration, and National Security Agency.

The following foreign nations have sent students to DSMC executive and short courses: Australia, Canada, France, Germany, the Netherlands, Norway, Pakistan, Spain, Sweden, and the United Kingdom.





General Information



An information packet is mailed to each student accepted for admission. The packet contains all the information necessary for a smooth transition into the academic environment.

Class Composition

The College attempts to achieve a joint-service balance within each DOD-sponsored course. Participants from other federal agencies and from defense industry are invited to attend on a space-available basis. Most courses are also open to individuals from allied nations.

Reporting and Registering

Registration usually takes place at 0800 hours on the first day of class. Early reporting is not

authorized. Specific reporting and registration instructions are included in the information packet mailed to each student.

Vehicle Registration

For those who do not have valid military installation decals on their vehicles, temporary Fort Belvoir automobile stickers will be issued during registration. College parking permits will also be issued.

Housing

Visiting Officer Quarters are generally available on post on a first-come, first-served basis for military and government civilian personnel. When quarters are not available, unaccompanied students sometimes jointly rent furnished apartments near Fort Belvoir. There are motels and other accom-

modations nearby. A listing of the housing facilities used by previous students (accompanied and unaccompanied) is included in the information packet.

It should be noted that since 1 October 1977 the Department of Defense has prohibited the use of DOD funds to pay for commercial lodging when adequate government quarters are available. Department of Defense civilian employees who choose not to use available government quarters must forfeit the quarters portion of their per diem allowance. When quarters are not available, a certificate of non-availability will be issued. This certificate is required to support the payment of the full per diem allowance.

"Living in the DC area is like having a vacation every weekend. There's so much to do. With the Smithsonian, Old Town Alexandria, the Mall with its monuments, Georgetown, and great parks in the suburbs, there's no need to go more than a half hour to find something new. But if you're adventurous, the Bay or Annapolis or Baltimore is an hour, the Atlantic is three, New York is six, Philadelphia is three—the East Coast is at your door."

Anonymous Staff

"I learned more about acquisition-theory and practice, breadth and depth, general knowledge and enhancement in my specialty (financial management) in three years on the DSMC faculty than I learned in my prior fifteen years in six different acquisition organizations and positions. I don't believe there is a more efficient way to acquire a complete acquisition management perspective."

*Dr. Fred Waelchli
DSMC Faculty*

"DSMC provides an opportunity for acquisition management professionals to step back, look through the trees, and view the entire forest. This provides a chance to consider the entire spectrum of DOD acquisition problems and proposed/possible solutions rather than a narrow view focused only upon one's daily activities."

*Cal Brown
DSMC Faculty*



Activities

The College believes that out-of-class activities complement the formal academic process in developing the "whole person." For students of the Program Management Course, the College plans a variety of events that reflect student, faculty, and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

Faculty Advisor

After arriving at the College, each Program Management Course student is assigned a faculty advisor who provides assistance and guidance during the entire 20-week course.

Dress

The Commandant authorizes the wearing of civilian business attire for all students. Military students are required to wear uniforms when reporting in, during the first week (Program Management Course only), at graduation ceremonies, and at special times designated by the Commandant.

Alumni Association

The Defense Systems Management College now has an alumni association, established to promote continuing professional growth in acquisition management, to provide a means for speedy communication of "Washington developments" throughout the acquisition world, and to provide an iden-

tified pool of acquisition managers who can assist the College in the discharge of its missions.

Membership in the alumni association is currently open only to graduates of the Program Management Course and to present and past DSMC faculty and professional staff members.

For further information contact:

Office of the Registrar
(Alumni Section)
Defense Systems Management
College
Fort Belvoir, Virginia
22060-5426

"When I came to the area I decided to work on an advanced degree. American, Georgetown, Maryland, George Washington, Southeastern, Catholic, and Howard are all highly regarded universities in the immediate area. The choice of four-year colleges is even longer. It's nice to have the luxury of being choosy."

Anonymous Staff

"DSMC provides much more than factual knowledge. It gives you the opportunity and the tools for introspection and reflection. As a student in PMC 80-1 and again as faculty (1983-1985), I found the academic environment conducive to both personal growth and professional focus. It is a way point for reviewing personal energy and reestablishing professional objectives."

CDR John Fitzgerald, USN
DSMC Faculty

"The College fills a critical need, namely, to educate the five to ten percent of the officers and professional civilians who control the 45 to 50 percent of the defense budget for acquisition of 100% of the services' materiel and equipment. The PMC student gets an education equivalent to a longer MBA program in only 20 weeks."

COL William V. Murry, USA
DSMC Staff



Transportation

Military air flights arrive at Andrews Air Force Base in Maryland, and U.S. Army Davison Aviation Command, Fort Belvoir. Commercial airlines serve Washington, D.C., through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between D.C. and Baltimore, Md. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1. Because government and commercial bus transportation is inadequate, use of rental cars is recommended.

Meals

There are many dining opportunities. Among these are the Fort Belvoir Officers' Club (Engineer Open Mess at Mackenzie Hall), and a cafeteria

serving breakfast and lunch in building 207 on the campus.

Per Diem and Travel Reimbursement

Fort Belvoir is part of the Washington, D.C., high-cost area. Joint Travel Regulations Volumes I and II, government messing not available, apply. Students permanently assigned in the D.C. area and attending the College on TDY orders are not eligible for per diem payments. They may collect a local transportation allowance if orders so authorize. The JTR limits civilian rate to 55% when TDY exceeds 30 days.

Athletics

The College encourages student participation in athletic activities as time and schedules permit. Individuals and teams, representing student, faculty, and staff, enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball, and jogging.

"After some assignments in educationally 'limited' parts of the country, my family really appreciates the fine academic reputation held by the public schools in northern Virginia. The standards are high and the opportunities are nearly endless."

Anonymous Staff

"DSMC is a very progressive environment. I have always been encouraged to find new and better ways of doing everything. I consider that attitude essential to and responsible for my growth professionally. If you're looking for a place to excel . . ."

Judith Milling
DSMC Staff

How to Apply

Military or DOD civilian personnel interested in attending any course offered by the College must first request nomination using procedures of their department or agency. Defense industry personnel should contact the Council of Defense and Space Industries Associates (CODSIA) for nomination instructions. When a person is nominated by his or her military department or DOD agency (or CODSIA in the case of defense industry), the College will make a final decision on acceptance. For specific eligibility requirements, see the individual course descriptions.

Mailing Address

(Name)
(Course and Number)
Defense Systems Management
College
Building 202
Fort Belvoir, Virginia
22060-5426

"It's rare to find a work environment that provides pleasant surroundings, shared responsibilities, and the opportunity to make life-long friends. DSMC has provided all these things for me."

Radean Kerns
DSMC Staff

DSMC CAMPUS

226

SECURE
AUDITORIUM
LIBRARY
GRAPHICS
DIVISION

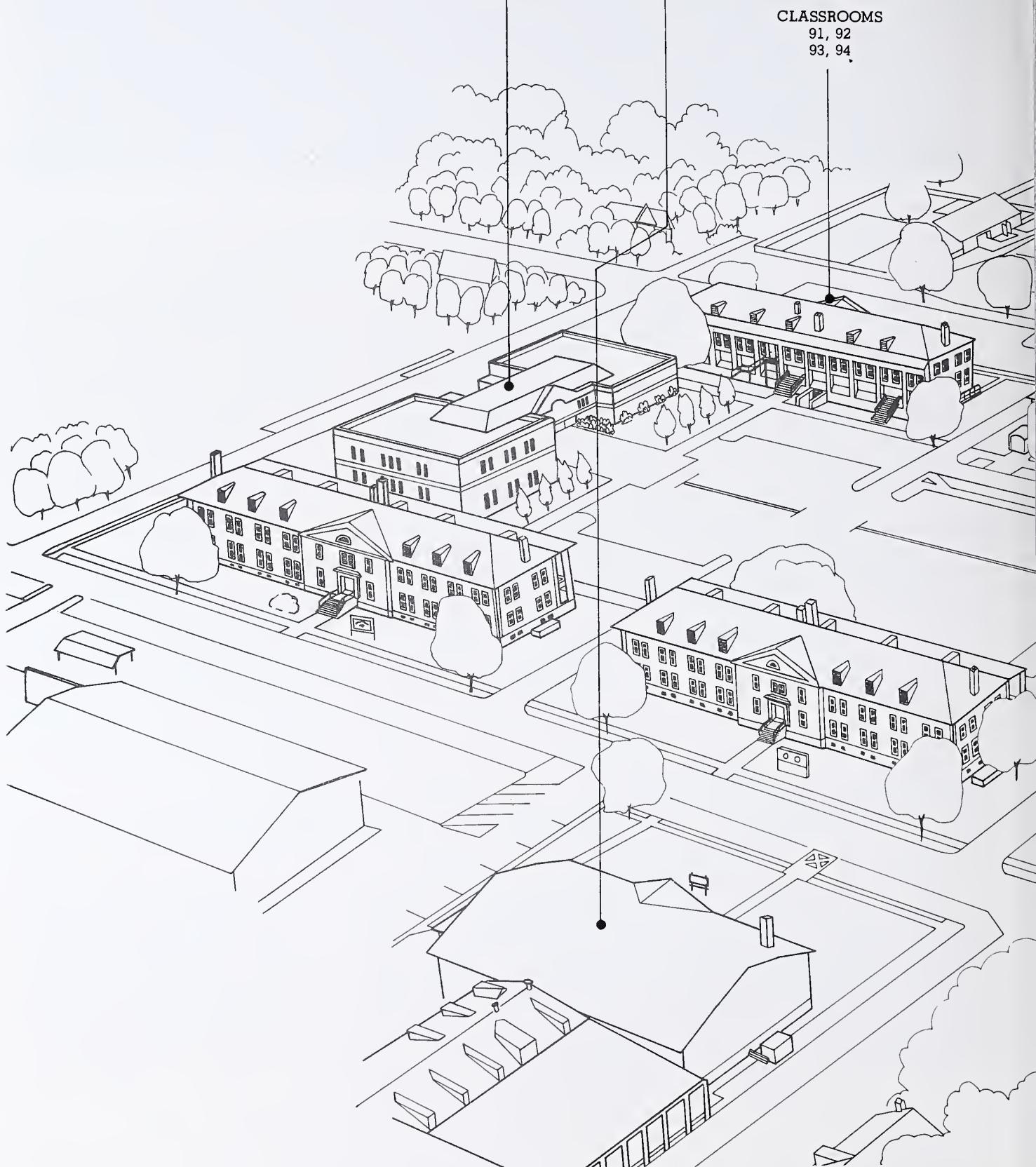
219A

ESSAYONS
THEATER

209

AUTOMATION
RESOURCES
DEPARTMENT
ACQUISITION
MANAGEMENT
COMPUTER
LABS

CLASSROOMS
91, 92
93, 94



207

CAFETERIA
TECHNICAL
MANAGEMENT
DEPARTMENT
ACQUISITION
MANAGEMENT
COMPUTER
LABS
CLASSROOMS
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BUSINESS
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DEPARTMENT
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CLASS
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41, 42
43, 44

205

DEPARTMENT OF
RESEARCH
AND
INFORMATION
EDUCATIONAL
RESEARCH
DIRECTORATE
PMSS
DIRECTORATE
PMSS
LABORATORY
PUBLICATIONS
DIRECTORATE
RESEARCH
DIRECTORATE

CLASS
ROOMS
53, 54

CLASS
ROOM

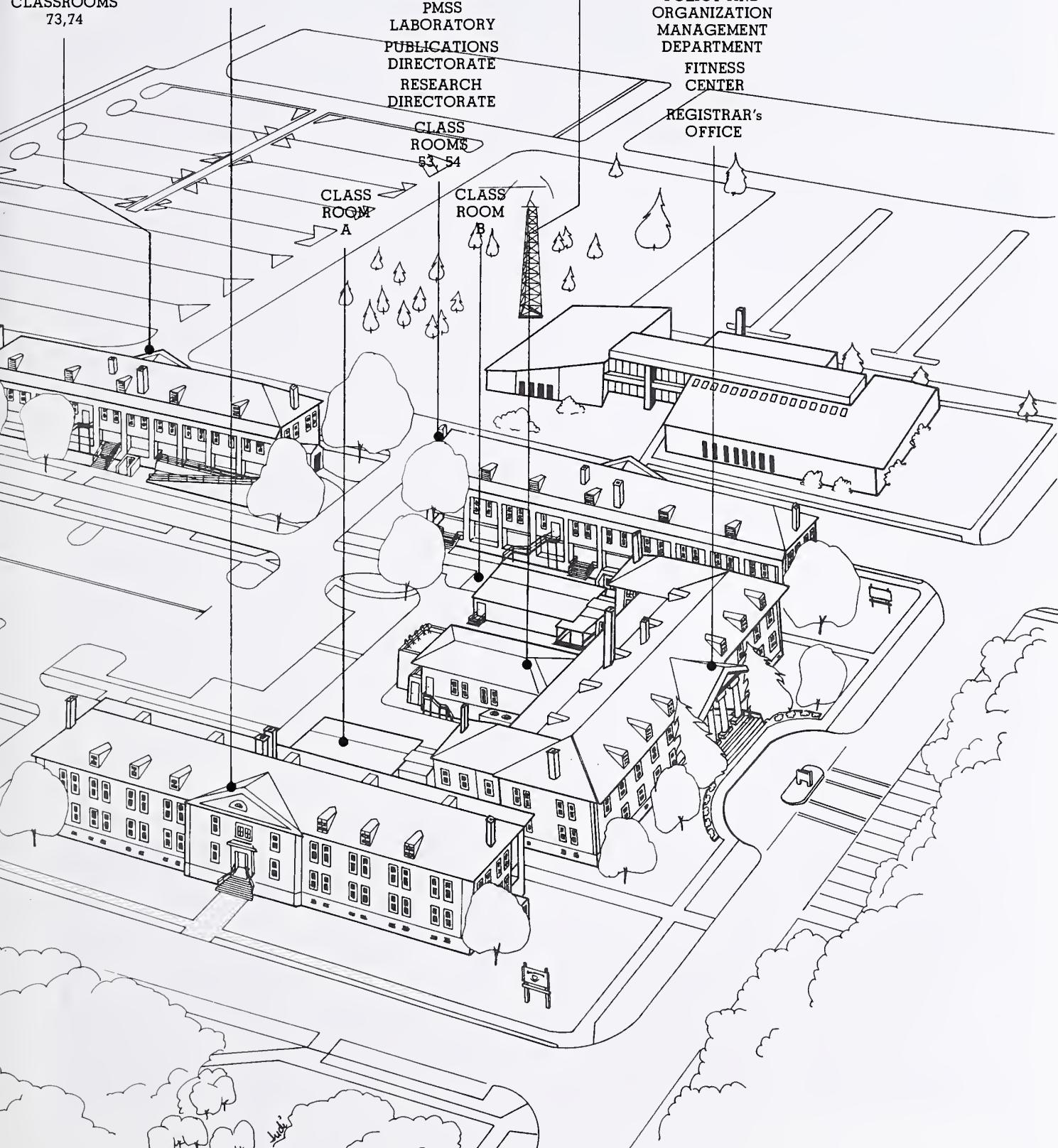
CLASS
ROOM

ABILENE
CONFERENCE
ROOM

AV/TV
CONTROL
CENTER

202

HDQTS
DEPARTMENT OF
ADMINISTRATION
SCHOOL OF
SYSTEMS
ACQUISITION
EDUCATION
POLICY AND
ORGANIZATION
MANAGEMENT
DEPARTMENT
FITNESS
CENTER
REGISTRAR's
OFFICE



The Research Program

Since its inception in 1976, the College's program of acquisition management research has steadily increased in the scope and quality of its results.

Over the years, the resources dedicated to performing research have increased from a single individual serving as a special assistant to the Commandant to the present complement of 13 professionals in three directorates with both in-house and contract capabilities. This commitment of resources has produced significant achievements.

First, the research program has produced a number of handbooks and guides that have been integrated into the College curricula and made available for use in the field. These include *The Guide for the Management of Joint Serv-*



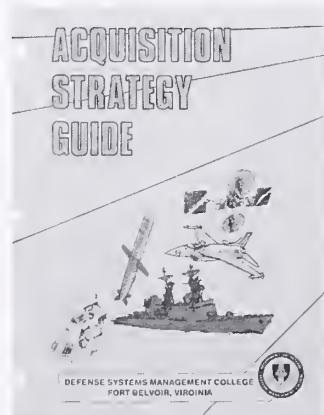
ice Programs and *The Guide for the Management of Multinational Programs*, both of which were commissioned by the Joint Logistics Commanders, the *System Engineering Management Guide*, and the *Handbook of Risk Assessment Techniques*. In addition, the College recently published an *Acquisition Strategy Guide*, a *Production Competition Handbook*, and a revised *Manufacturing Management Handbook*. Currently, work is underway to produce a *Program Manager's Notebook* consisting of concise fact sheets on numerous acquisition topics.

Second, at the request of the Army, the research program has documented a number of lessons-learned on the Multiple Launch Rocket System, the M1 Abrams Tank, and the Apache Advanced Attack Helicopter.

Third, the research program has produced a number of

recommendations for improving acquisition management policies. For example, the College performed an analysis of top-line budget turbulence that identifies and evaluates alternative strategies for dealing with year-to-year fluctuations in the overall defense budget. Work was recently completed on the effect of DOD profit policy on contractors' motivation to invest in capital assets in order to improve productivity.

A little over a year ago, a major in-house report entitled, "Managing for Success," was completed. Based on extensive interviews with the managers of former and current "successful" programs, the study identifies elements and factors that senior leaders judge instrumental in the success of system acquisitions.



MANAGEMENT GUIDE

DEFENSE SYSTEMS MANAGEMENT COLLEGE
FORT BELVOIR, VIRGINIA



RISK ASSESSMENT TECHNIQUES

Defense Systems Management College

First Edition

July 1982

Fort Belvoir,
Virginia 22060



Most recently, the College has provided research and consulting support to the office of the Secretary of Defense and to The Defense Science Board in areas such as contract streamlining and munitions acquisition.

Achievements like these are the result of efforts by dedicated research professionals. As the College's program of research continues to expand, the professionals' efforts are being organized around *three major thrusts*.

The first is aimed at broad-based, applied acquisition research. It seeks to foster improvement in all facets of program management and the acquisition process. These efforts are designed to support a varied and important audience; policymakers in the Office of the Secretary of Defense and the Services; practitioners in program management offices; students who are to

assume key positions in the two aforementioned roles; and faculty members who help guide and educate these future leaders.

The second is directed toward education. Our Educational Research Directorate, the newest research team at the College, is continuing to investigate innovative concepts which could both improve the quality and lower the cost of the College's educational programs. A major effort is underway to evaluate the impact of large-scale, role-playing management simulations as potentially powerful management development tools. In such simulations, participants are thrust into roles in a problem-laden organization and allowed to manage the organization for a day in any way they choose. Other initiatives being investigated by the Directorate include increased use of automation in

the classroom and developing self-paced programs for acquisition management fundamentals. Emphasis also is being placed on creating an ongoing faculty teaching skills program since many of our professors are experts in their field but have limited teaching experience when they arrive on campus.

The third thrust is toward providing program managers with an automated decision support capability. The Program Manager's Support System Directorate is developing decision support techniques and microcomputer technology to assist the program management decision-making process.

As we continue to expand the DSMC research program in these and other new areas, the goal remains unchanged—to develop innovative solutions for today's problems while actively probing the forefront of tomorrow's issues.



The Academic Program

Currently, the environment of defense system acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities, and political and strategic considerations.

Preparing a manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce the student to the world of systems acquisition and prepare him or her to

function effectively within it. The content of each course and sub-course is continuously monitored and altered when necessary to reflect changing real-world conditions. Additionally, new short courses are developed from time to time in answer to the needs of a specific management group, or in response to requests of other government agencies.

The courses are conducted by a civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry, and the academic communities. The College's non-attribution policy

is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the real-world flavor of the DSMC experience.

The following pages list the courses to be offered by the College during 1986. This listing is tentative, as the College administration believes that flexibility is the key to efficiency in acquisition education. For more specific information about the courses and the course schedules, call the Registrar at (703) 664-2152 or 664-3120; AUTOVON 354-2152 or 354-3120.



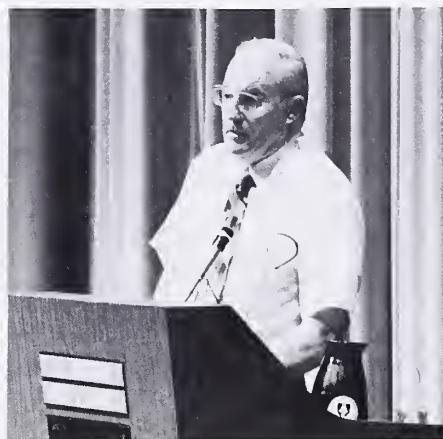


Program Management Course

Recognizing that students have diverse backgrounds, the curriculum also uses both government and industrial students as resources and is dependent upon group support for problem identification, issue preparation, and alternative generation analysis. The PMC curriculum develops the management skills necessary for planning, organizing, directing, and controlling defense system acquisition programs from the conceptual stage through demonstration-validation, full-scale engineering development, production, fielding, operation and support of the system, and disposal. The fundamental knowledge of acquisition management disciplines is emphasized, as are the qualities of judgment, initiative, and common sense.

"The PMC offered by DSMC brings together disciplines necessary to effectively manage a program office in order to field an effective weapon system. There is much talk of cost/schedule and technical risk in a program office. This course offers suggested means to look at risk from each disciplines perspective. I feel this is the most valuable aspect of the course."

*CDR Rosemary N. Dawson, USN
PMC 85-1*



In addition to building student skill and confidence through the handling of individual and team challenges, the curriculum provides the student with the broad knowledge and understanding necessary for the effective operation of program management teams. The opportunity to interact with working program managers is provided, along with presentations from senior officials of the Office of the Secretary of Defense, the military departments, and industry. The following categories of instruction are included in the PMC curriculum.

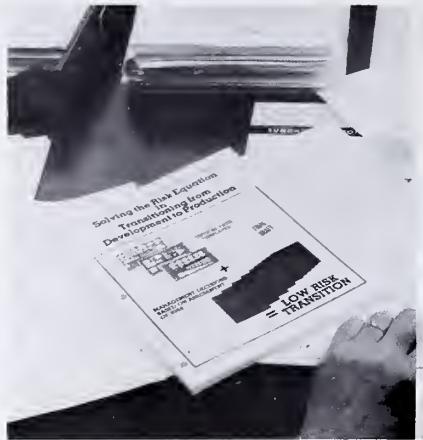
Defense Acquisition Policy Management (DAPM): Explores the external environment of program management policy. DAPM is a study of the policy that enables and constrains program management in DOD. The fundamental concepts and processes of management and decision-making from OSD through the service headquarters to the program office are presented. This includes DOD organizational and management interfaces and practices, mission area analysis, intelligence forecasting, the system life cycle, acquisition planning, and acquisition strategy. A review of the role of the Congress in system acquisition is included.

"Comments from students contribute to the 'real world' aspect of the course work. Courses pull together what a program manager should know, but may not ever learn on the job. OJT is not a substitute for PMC."

*Terry Batt
PMC 85-1*

"Taking a management position with an acquisition program without DSMC preparation is like crossing a minefield without a metal detector - there is a chance you will make it if you are very lucky, or you have a lot of experience with crossing minefields - which is seldom the case."

Anonymous Faculty



Principles for Program Managers:

Discusses the basic concept of program management, along with the rationale supporting its application to defense systems acquisition. Addresses the major issues and problems stemming from the use of program management techniques to integrate the activities of management teams. Places specific emphasis on tailoring program organizations, planning and control systems, interrelationships, and environmental constraints.

Examines how a program office is organized and explores the sources of a program manager's authority. Presents methods to apply a variety of specific management tools to control and evaluate progress, as well as providing the students with an exposure to the different and supporting procedures used when a program is involved in a multiservice or multinational environment.

Managerial Development:

Offers strategies for effectively managing the internal organizational environment and for addressing situations created by the external environment. Builds on a dual foundation: an exploration of individual similarities and differences, and a discussion of the basic communication skills. Begins by assessing the student's own values, talents, and preferences. The objective is to improve interpersonal relationships through increased understanding and appreciation of how people differ. Deals with the improvement of leadership and managerial skills by addressing potential improvements in the student's ability to work with and

"In addition to being taught new ideas by instructors, the exchange of ideas among students is an important aspect of the college. Interaction, both socially and professionally, with people from other services, industry, and other government agencies has been invaluable in broadening my perspective of the acquisition process."

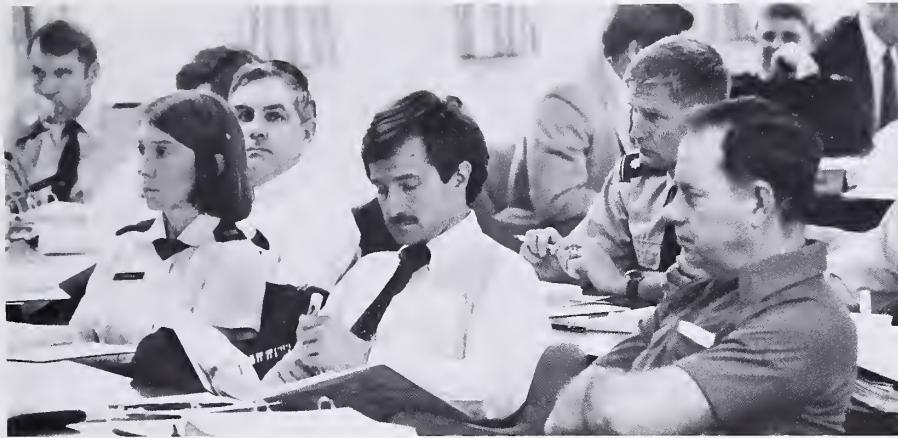
*LTC John A. Magnusson, USA
PMC 85-1*

"Prior to attending the PMC at DSMC, I tended to live in a very narrow world. I knew what my job was and what I had to do but I really didn't understand or have any sympathies for the positions outside my own. Now I have a feel for the frustrations and problems encountered by all involved in the acquisition process, and I believe that knowledge will help me to do a better job."

*Rebecca Dubuisson
PMC 85-1*

"The various courses are distinctly related to jobs at the NAVAIR. Generally the curriculum provides a very strong overview of defense acquisition process and provides insight into all areas that may be outside your specific job responsibility. Should be required for everyone prior to assignment to the NAVAIR."

*Anonymous
PMC 85-1*



through others. Shows how to observe situational and individual factors in order to select appropriate managerial strategies for optimal task accomplishment. Discusses attaining and sustaining organizational excellence through assessment of the effectiveness of the organization. The student will then be able to create a climate that supports innovation and sustained superior organizational performance. The module concludes with a student commitment to continued managerial development through the setting of specific goals. The goals will be oriented toward the application of acquired managerial skills and continued self improvement.

Systems Engineering Management: Explains and integrates the fundamental concepts that are the bases for the definition, design, development, production, test and logistics support processes. This conceptual framework is based upon a critical review of mission requirements and their translation into technical specifications for equipment, software, facilities, data, and trained personnel. The systems engineering process includes an iterative series of rational tradeoffs among performance, life-cycle cost, risk, producibility, supportability, testability, and engineering specialty requirements. Systems engineering management integrates and controls all aspects

of the technical program and provides the framework to prioritize and balance often conflicting requirements. This technical management effort provides the means to integrate government and industry activities and links technical management to the overall systems acquisition process.

Cost Management: Examines the use of cost/schedule control in program management. The instruction provides an understanding of the basic requirements in contractor performance measurement as well as methods for analyses of current status and estimation of final contract cost.

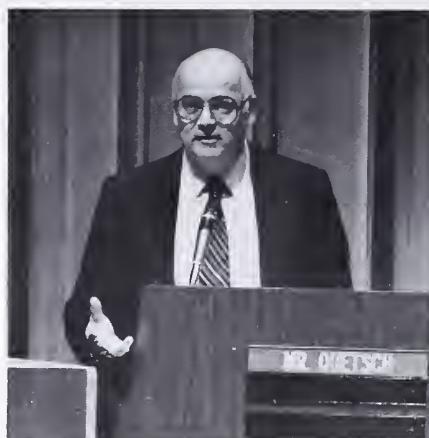
"PMC provides exposure to very competent people--classmates and faculty members--an extremely wide variety of experience in program management. The course is designed to simulate sharing this experience, thus making a large pool of knowledge available. Much of the course is introductory

material; it is possible to leave here with references and texts for future study which contain more than you could learn in 20 weeks."

**Jerry S. Stephens
PMC 85-1**

"The course represented a rare and invaluable opportunity to gain insight into the government side of the acquisition process, while providing government personnel with a glimpse into the 'private sector.' I think most of us will leave the College as better managers, and better prepared to effectively do business in the future."

**R. K. Dutton
PMC 85-1**



Contractor Financial Management: Highlights the key issues and problems of the contractor's financial management system, and the ways those issues and problems affect the government acquisition process. Emphasis is placed on financial and cost accounting, financial planning, analyses, working capital management, long-term financing, and capital investment.

System X: Consists of a series of interrelated case studies involving a hypothetical weapon system. The cases simulate the life cycle of a weapon system through the concept exploration, demonstration/validation, full-scale development and production/deployment phases. System X provides a realistic basis for the discussion of typical problem areas encountered in program management. Individual and group analyses of case material are made, alternatives are studied, and a management position derived. The analyses are followed by section exercises and discussions, led by a faculty case leader, that are intended to focus on the relevant issues and enable the student to experience the environment of a program manager.

Acquisition Management Simulation: Consists of a series of computerized management decision exercises simulating the acquisition life cycle of a weapon system. Each exercise emphasizes a different phase of the life cycle. Students work in small groups to analyze acquisition dilemmas and to make decisions necessary to resolve these situations. The group is moved ahead in the acquisition phase based on its decisions. The student's objective is to reach the next major milestone on schedule, within cost, and with a system that will fulfill the requirements.

"The industry and government program managers (distinguished guest lecturer series) standing side by side addressing the DSMC students provide that extra touch of professionalism and first-hand perspective that brilliantly reinforces what the college is all about."

CDR R. W. Dame, USN
PMC 85-1

"Experience is the best teacher. Unfortunately in program management we can seldom afford the price of tuition. Our operational counterparts call DSMC the survival school for material acquisition."

"Spider" Johnson
Commandant, DSMC

"With DOD spending under critical public review, the DSMC charter provides the program managers the knowledge needed to be smart managers. This is DSMS's part in reaffirming the public's faith in those who manage those who defend."

LT George Karol, USN
DSMC Staff



Integrated Logistics Support Management: Emphasizes the need to identify the required support and influence design in the early program phases, and to design and verify an integrated logistics support system concurrently with the development of the system hardware and software. A study of the critical elements of Integrated Logistics Support (ILS) is made. Life-cycle cost is addressed with emphasis given to the need to continually make trade-off studies and decisions based on the life-cycle view of a system.

Test and Evaluation

Management: Covers the role of development, operational, and production acceptance testing in reducing program risk. Addresses the purpose and content of the test and evaluation master plan and the role of the program office and independent test organizations in the initiation and conduct of test programs.

Production Management:

Addresses productivity, producibility, industrial base, labor, and quality compliance considerations that affect planning and design efforts. Discusses production readiness reviews, templates for reducing risk in transition from research and development to production,

design to cost, and the general management of the production function. Both government and industry viewpoints are considered.

Contract Management: Examines the contracting process from the program manager's perspective. Provides information on contracting policy and regulations in addition to emphasizing real-world interaction among the program manager, the contracting officer, and the contract administration office. Addresses all phases of the contracting process including acquisition planning, structuring of contracts, solicitation, source selection, negotiation, and administration of contracts.

"Really tests your capability to separate the wheat from the chaff. Probably the best opportunity in America! Excellent preparation for operating in the complex materiel acquisition environment."

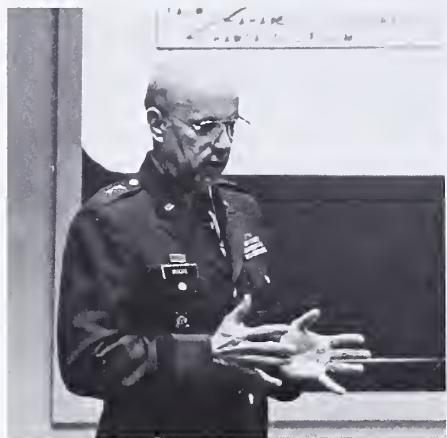
*LTC Tom Smalls, USA
PMC 85-1*

"DSMC is able to make sense of the unbelievably complicated DOD acquisition process. A complete novice can attend the 20-week program and become well-versed in the myriad details and requirements that make up the defense system. Too many schools teach enough to be dangerous. DSMC takes the necessary time and effort to ensure the graduates are well-rounded and well-informed."

*Maj R. H. Sherwell
PMC 85-1*

"The DSMC PMC is the finest 'finishing school' for personnel planning to work in military acquisition management. Regardless of prior schooling, engineering, management or business, the PMC puts it all together for the student in one unforgettable experience."

*Dick Franseen
PMC 85-1*



Program Financial Management: Explains federal and DOD funding policies and processes. Includes financial management functions and responsibilities in cost estimating, budget formulation and execution, program planning and budgeting systems, and financial management accountability.

Program Management Decision Briefing: Using an exercise in the System X life cycle, each student prepares and presents a 15-minute briefing to obtain a decision from a higher command level. The briefing provides the student with practical experience in selecting the issues to be covered within the time allotted, developing the rationale for his/her position, structuring

visual aids to support the briefing, and presenting material to higher command echelons. The briefings are presented to faculty members and fellow students. The uniqueness of the Program Management Decision Briefing is centered on the student's ability to scope the material available into a decision briefing of minimal time to a knowledgeable audience. Following the student briefing, the faculty member and students provide constructive criticism and critique. Further, an opportunity for the student to tape the briefing and thus provide further insight into his actual performance is available.

Industry Program: A program designed to complement classroom learning by allowing

students to participate in an actual acquisition program and thereby experience the challenges that confront a DOD program manager and his industrial counterpart. The class is divided into groups of about 30 students, and each group is assigned a particular acquisition program. Each group familiarizes itself with its program through study of program documentation and a 1-day meeting with the DOD and industry program managers. Interest areas and relevant questions are drafted in preparation for a field trip to the contractor's plant. There, the interaction between industry employees and students fosters an understanding of production requirements, management issues, and a realization of the vital role that a company plays in the fielding of a major weapon system.

"Touches on every single thing one could conceivably think he needs to know about or know how to be a program manager. Goes into hard nitty-gritty on the high payoff, must-know elements like PPBS, contracting and testing."

*Anonymous
PMC 85-1*

"The overall administration at this college is the best I've seen in my career. The administration, from the Commandant to the faculty graphically demonstrates concern for the students, and aggressively seeks out constructive criticism to help keep the information as current and beneficial as possible."

*Anonymous
PMC 85-1*

"No pain—No gain! DSMC gives you ample opportunity for pain—but it's worth it!"

*CAPT Pamela Arias, USAF
PMC 85-1*



Capitol Hill Field Trip:

Students take a trip to Capitol Hill to visit one or more congressional committees, congressional staff members, and congressmen responsible for legislation on national defense and defense system acquisition.

Who May Attend

The Program Management Course is generally restricted to military officers in grades O-3 through O-6, DOD civilians in grades GS-11 through GS-14, and industry personnel identified by their companies as candidates for senior management positions.

These are suggested grades and requests for exceptions will be reviewed and ruled upon by the DSMC Admissions Committee. In addition to meeting grade requirements, attendees must fall into one of the following categories:

- DOD personnel who are promising candidates for senior positions in program management;
- Persons in program management of equivalent positions within other federal agencies; and



—Persons in program management or equivalent positions within defense industry.

—Army officer attendees are required to be members of the Army Materiel Acquisition Management (MAM) Program.

Nominees must hold at least a bachelor's degree. The majority of PMC students hold graduate degrees and have academic backgrounds or work experience in engineering and management. A security clearance of secret is required.

"My 3 years in a major PMO would have been far more rewarding, and cost effective if I had been able to attend the PMC at DSMC to learn the shape of the forest and the character of its beasts before plunging into the trees."

CDR Phil Tower, USN
DSMC Faculty

"The interaction with bright guys from industry on an other than 'government versus contractor' basis is extremely useful, and may be the best feature of the whole program."

LTC Oleh B. Koropey, USA
PMC 85-1

"PMC showed me that systems engineering is too important to be left to the engineers and that the budget is too important to be left to the 'bean counters.'"

"PMC showed me that I can be an expert manager without being an expert."

Michael L. Bartlett
PMC 85-1

Executive Refresher Course in Acquisition Management

(Executive-level course)

We have the 3-week Executive Refresher Course in Acquisition Management for senior-level managers involved with the acquisition of defense systems. The course is designed primarily as an update of current acquisition policy and fundamental program management techniques. It provides the attendees with the opportunity to examine new developments in the systems acquisition environment and to study their impact on program management. The basic structure of the course is lecture/discussion, with emphasis on the day-to-day actions, issues, and problems of program management. Guest lecturers from OSD, the service staffs, acquisition commands, and defense industry complement the resident staff instruction.

The course is structured around the various phases of the systems acquisition process, with emphasis on the major decisions required by DOD directives and instructions. Topics covered in the course include: the defense systems environment; the decision-making process; defense systems management; interaction with higher headquarters; the conceptual phase of defense systems acquisition; technical management; procurement management; program planning and control; the industry viewpoint on systems acquisition; program review and analysis; test and evaluation; production management; operations/support management; policy analysis; and multinational program analysis.

Who May Attend

The Executive Refresher Course in Acquisition Management is open primarily to military officers in the grade of O-6 and above, and DOD civilians in the grade of GS-15 and above who occupy the position of program manager; key positions immediately subordinate to a program manager; executive-level positions with responsibility for key decisions in a program office, or in a functional office supporting program offices; or higher-echelon staff positions involved with the acquisition of defense systems. Persons in equivalent positions in defense industry are also encouraged to attend. Persons from other federal agencies may be admitted on a space-available basis. A security clearance of secret is required.



Systems Acquisition Management for General/Flag Officers

(Executive-level course)



A 3½-day seminar, this course is for senior officers whose current or future duties interface with or impact the acquisition programs of the military services. It is designed to update participants with the environment in which systems acquisition takes place, and with the functions, responsibilities, and problems of the DOD program manager. Participants are updated on current DOD policy, management techniques, and the planning/programming/budgeting system, as well as the process of generating system requirements. They also address the various influences on the systems acquisition process, such as those from OSD, the General Accounting Office, the Congress,

and the general public. The broader elements involved in procurement and government contracting are treated along with the relationship between government and industry during a development program. An overview of the organizations employed by each of the services to accomplish their acquisition activities is also provided. The seminar is conducted through a mix of in-house lectures and discussion sessions with visiting lecturers from the assistant secretary of defense level, as well as the General Accounting Office and defense industry.

Each day of the seminar is highlighted by the appearance of a program manager of general- or flag-officer rank.

These sessions provide a recap of lessons learned, along with the "real world" flavor of experiences in ongoing programs.

Who May Attend

The seminar is open to those persons from DOD components, the military departments, and OSD who hold, or have been selected for, the rank of general or flag officer, grades GS-16 through GS-18, or PL 313. Participation by persons at the vice-presidential level of industry is also encouraged. Persons in the equivalent positions from other federal agencies may be admitted on a space-available basis. A secret security clearance is required.



Program Managers Workshop

(Executive-level course)

The Program Managers Workshop (PMW) provides an educational opportunity for designated program managers and their deputies to enhance their performances in managing Department of Defense acquisition programs. It is designed to focus on practical and current management concerns within each military service, OSD, and the Congress. The workshop concept includes identification of contemporary program management concerns pertinent to each participant's specific program, and the development of individual plans of action addressing these concerns.

The PMW is intended for service major system program managers and deputies. The ideal class size is 24—8 each for Army, Navy, and Air Force. Three offerings per year are planned (normally in October, February, and June) to satisfy service assignments.

The PMW begins with an intern phase of approximately 2 months. Internship consists of service screening, and nomination to DSMC. Once accepted, the participant receives a set of skills diagnostics to be completed and returned; these are used to tailor a read-ahead package of selected articles and instructional materials. The



participant, as part of preparation, then completes visits to the gaining PMO, principal supporting industrial activity, and service headquarters. These visits are a mandatory prerequisite to the subsequent residency phase.

Then, selected PM and DPMs attend DSMC for a 4-week residency phase. The curriculum centers around the workshop concept to facilitate sharing acquisition management experience, enhancing understanding of service perspectives, and encouraging experimentation with new concepts and ideas in program management. Visiting program managers will serve as

workshop hosts. Selected workshop modules on complex problem-solving, acquisition strategy formulation, risk management, cost/cost control, government-industry relationships, budget formulation, and contracts management are used to achieve these objectives.

Six months after attendance on-campus, an after-action workshop is called. This gathering is based on participants' needs for an opportunity to assess their successes and to share that evaluation.



Business Managers Advanced Workshop



A 1-week advanced course, Business Managers Advanced Workshop has been designed primarily for those persons who have experience as business managers in program offices. It relies heavily on shirt-sleeve student involvement in case studies, modeling, and class presentations. Specific topics covered include acquisition strategy and program planning, cost estimating, contract strategy, cost evaluation, program funding, industrial incentives, and contractor cost/schedule/performance measurement.

The objective of the Business Managers Advanced Workshop

is to enhance the ability of the business manager to advise the program manager on the business aspects of the program. It provides an opportunity for the participant to update and strengthen his knowledge and skills, to analyze and apply techniques and tools presently available, and to discuss current business issues and trends affecting program management.

Who May Attend

The workshop is primarily for those persons who are serving as business managers (also referred to as program control or program management in the Air Force and Army, respectively), or the first-level super-

visor reporting to the business manager in grade 0-4 and above or GS-13 and above. Other key members of the program manager's staff or persons in organizations that support the systems acquisition process will be admitted on a space-available basis. Prerequisite for this advanced course is successful completion of the Program Management Course or equivalent experience. Persons in comparable positions in the defense industry are also invited to attend.



Technical Managers Advanced Workshop



Stressing the more complex and difficult issues associated with the technical management of a defense systems acquisition, the 1-week Technical Managers Advanced Workshop is designed for senior engineers and technical directors.

This workshop will enhance the ability of technical managers to plan and implement a technical program strategy, and to recognize and structure solutions to management-related problems and issues often encountered by the technical manager. The course is founded on examination of a broad set of issues developed by the Technical Management Department of DSMC, then refined and supplemented through feedback from the system acquisition

community. These issues are tailored for each class in order to maintain currency, utilize class expertise, and enhance interest. The course configuration offers a forum for facing current issues to improve technical management. Experts discuss background and current observations on critical issues. Participants are then provided with an environment for individual and group development of issues and solutions that constitute improvement in the system acquisition process. The output is an attributable report for retention and potential publication.

The goal of the workshop is to sharpen the judgment of technical managers to ensure that the appropriate balance among

performance, supportability, testability, and producibility is "designed in" to a cost-effective defense system that will meet a realistic schedule.

Who May Attend

The Technical Managers Advanced Workshop has been designed for DOD program and technical managers with advanced skills and experience. Military personnel in grades 0-5 through 0-6 and civilians in grades GS-14 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend.



Management of Software Acquisition Course

Our 1-week Management of Software Acquisition Course provides participants with an understanding of the current policy, practice, and procedures applicable to the management of software acquisition for major defense systems. Software acquisition management issues involved in all phases of the defense system life cycle are covered in detail. Overviews of the defense systems acquisition and financial management processes are included to provide the students with the proper basis for applying software acquisition principles. The course includes lectures, discussions, and case studies on such topics as DOD computer resource policy and initiatives, software management fundamentals, software cost estimating, software integrated logistics support, software quality assurance, and software systems engineering. The software ac-

quisition management principles are addressed from both government and industry viewpoints by faculty and guest lecturers from government and industry. Special emphasis is placed on using "real world" examples to illustrate management principles, issues and solutions.

Providing each student with an understanding of basic concepts of the software acquisition for DOD Mission Critical Computer Resources is the goal of this DSMC offering. Each student should gain an appreciation for the disciplined approach that must be followed in developing, acquiring, and maintaining software for major weapon systems. The course will develop in each student an improved ability to analyze situations and problem areas in software acquisition, develop alternatives, and prepare solutions.



Who May Attend

The Management of Software Acquisition Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are also encouraged to attend.



Management of Acquisition Logistics Course

A 1-week Management of Acquisition Logistics Course provides participants with an understanding of integrated logistics support procedures and practices as exercised during the defense systems acquisition life cycle. Logistics elements such as maintenance planning; supply support; manpower and personnel; support equipment; computer resources support; packaging, handling, storage, and transportation; training and training support; facilities; technical data; and design interface are integrated into a total system acquisition support concept. Defining the logistics support needed, influencing the basic system design, designing and acquiring the support for the system, and providing and sustaining logistics support during deployment and operation are taught. Special emphasis is placed on logistic-related subjects: life cycle costing, readiness and sustainability, reliability and maintainability, logistics support analysis, integrated logistics support planning, logistics support resource funding, and post production support planning.



Some specific "real world" examples of DOD programs are given by faculty and guest lecturers selected from within government and industry. Special experience-based case studies offer the student an opportunity to work with weapons systems logistics problems and devise both theoretical and pragmatic solutions.

The student will gain an appreciation and insight into the integration of functional logistics elements into a total systems support concept while balancing life-cycle considerations in order to minimize logistics problems. The course will develop in each student an understanding of integrated logistics

support techniques and tools that can be used in decision-making, designing for support, and making integrated logistics support an integral part of the systems acquisition process.

The course is designed to enhance the student's ability to analyze logistics situations and problem areas, to develop alternatives, to prepare solutions, and to properly articulate logistics approaches to higher authority.

Who May Attend

The Management of Acquisition Logistics Course is open to military officers in the grade of O-3 and above, and civilians in the grade of GS-12 and above who occupy or have been selected to occupy the position of program manager; logistics director, element manager, systems engineer or technical manager; key positions immediately subordinate to them; positions in functional support activities interfacing with program logisticians; or higher-level staff positions concerned with defense systems acquisition. Persons in equivalent positions in the defense industry are also encouraged to attend.



Multinational Program Management Course

Designed to cover activities and considerations with which the program manager must deal when involved with a multinational program, this course places emphasis on the U.S. policy of enhancing rationalization, standardization, and interoperability (RSI) among the NATO countries, and the impact this policy has on the U.S. program manager. Examples of national and DOD policies explored are cooperative research and development; joint-venture concepts with early offset arrangements; coproduction; licensing arrangements; and direct procurement of foreign systems.



Attendees will be able to gain a knowledge and appreciation of problems associated with the following: developing a joint doctrine and common operational requirements; controlling the export and import of technology; establishing financial arrangements; establishing contractual arrangements; implementing political decisions that are based on economic priorities at the national level; and preparing and negotiating memoranda of understanding.

Who May Attend

The Multinational Program Management Course is open to military officers in grade 0-3 and above, and DOD civilians

in grade GS-11 and above who occupy, or have been selected to occupy: the position of program manager; key positions immediately subordinate to a program manager; supervisory-level positions where incumbents are responsible for key decisions affecting a program, or for decisions in a functional office supporting a program office; or higher-echelon staff positions concerned with defense system acquisition on programs involving allied nations. Persons in equivalent positions in defense industry and from allied governments are also encouraged to attend.



Defense Manufacturing Management Course



We designed the 1-week Defense Manufacturing Management Course to provide an understanding of the concepts and activities that are associated with management of the production and manufacture of weapon system components. The course details for program and functional managers the basic principles to be followed in planning, developing, and managing a production/manufacturing program. It follows a life-cycle approach, stressing the necessary actions and activities to be accomplished during each phase of the weapon system acquisition cycle. The issues, assumptions, and requirements that arise are

addressed from both the government and industry viewpoints.

The course addresses policy and organizational issues; cost, budget, and contractual issues; and product assurance and manufacturing issues. Study objectives, assigned readings, and videotape assignments guide the student in the learning process. Classroom lecture/discussions, videotape viewing, and case-study activities identify and clarify management concepts, rationale, and issues. The course is designed to address broad principles and concepts and does not provide a "tool kit" of actions to be applied indiscriminately.

Who May Attend

The Defense Manufacturing Management Course has been designed for current and candidate DOD program and functional managers. Military personnel in grades 0-3 through 0-6 and civilians in the grades of GS-11 through GS-15 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industry are encouraged to attend. Other interested people are eligible on a space-available basis.



Systems Acquisition Funds Management Course

During the 1-week System Acquisition Funds Management Course the student is provided an understanding of how to formulate, defend, and execute a DOD weapon system acquisition budget. The student is introduced to the knowledge and skills in funds management necessary for assumption of program office budget formulation and execution responsibility, with emphasis on the techniques the program manager and functional managers may use to identify, analyze, evaluate, and resolve budget-related tasks, problems, and issues.

This course follows the total budget process from the viewpoint of the program manager. The fiscal cycle is traced through all levels of the Department of Defense, the Office of Management and Budget, and the Congress. The course examines the DOD planning/programming/budgeting system, the congressional authorization/appropriation process and, finally, the budget execution process.

Specific topics addressed in this course include the development of program office POM and budget submissions, the review and analysis of program



budgets at higher levels within the federal government, the release/control of funds supporting the systems acquisition process, and program office accountability in budget execution.

A portion of the course is taught in service-peculiar groups, but the dominant approach is joint-service. Methods of instruction include lectures/discussions, case studies, guest lecturers, and student-led discussions. Guest speakers, drawing upon their own expertise and experience, augment the resident instruction.



Who May Attend

The Systems Acquisition Funds Management Course is open to military officers in the grade of O-3 and above, and DOD civilians in the grade of GS-11 and above, who occupy, or have been selected to occupy, positions such as the following: program manager; positions immediately subordinate to a program manager; supervisory-level positions responsible for key decisions affecting a DOD weapon system acquisition program or for decisions in a functional office supporting a program office; or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is actively sought. Persons holding positions equivalent to the above in other federal agencies are also encouraged to attend.



Contract Finance For Program Managers Course

American industry's role in the systems acquisition process is often decisive. Contract Finance for Program Managers is a comprehensive 1-week course designed to furnish an overall understanding of defense contractor financial motivations and constraints, and an appreciation for how they affect management of a defense systems acquisition program.

This includes the following:

A discussion of the interrelationships among the contractors' costing procedures and the financial and managerial accounting systems.

An analysis of cost principles and indirect cost management in DOD contracts.

The contractor's perspective on planning and control in business management.

A discussion of the environment in which industry prepares and DOD personnel evaluate cost proposals.



This course has been structured to achieve a balanced presentation of financial/costing issues affecting day-to-day working relationship between government and industry. The course provides participants with an overview of defense contractor financial operations and an understanding of how individual elements of the process fit together.

Students learn to recognize financial management issues and learn the vocabulary and concepts necessary to discuss these issues in terms understood by the defense contractor community. This, in turn, increases the likelihood that the attendees can identify and discuss financial problems before these problems have an adverse impact on a system acquisition program's financial status.

Course content consists of lecture material and case studies

and is beneficial to both general and functional managers. The course has been structured to encourage an interchange of ideas and techniques for problem identification and resolution in this key area of program management.

Who May Attend

Attendance is open to program managers, key members of their staffs, and management-level personnel from organizations that support the systems acquisition effort (e.g., commodity and systems commands, AFPROs, NAVPROs, DCAs, supervisors of shipbuilding offices, and similar plant representative activities) in grade 0-3 and above and civilians in grade GS-11 and above. Individuals in equivalent positions from the defense industry may attend on a space-available basis.



Contractor Performance Measurement Course



In the 1-week Contractor Performance Measurement Course, we provide knowledge of how Cost/Schedule Control System Criteria (C/SCSC) are used in measuring contract performance in major weapon system acquisition contracts in DOD. The course enables the student to understand the criteria and their use in evaluating the adequacy of the contractor's management system, along with the contractual implementation of the criteria and the Cost Performance Report (CPR). Course instruction in analysis techniques enables the student to determine current status, forecast performance trends, and estimate contract cost at completion. The student is also introduced to contract performance measurement on less-than-major contracts through the application and contractual implementation of the Cost/Schedule Status Report (C/SSR). Instruction in financial reporting and baseline management helps the student to relate CPM to DOD resource management.

Application of performance measurement is covered through case studies and "hands-on" exercises, as well as through guest speakers from industry and government. An interservice panel and a seminar involving the military service focal points for contractor performance measurement provide participants with an opportunity for a direct dialogue on policy and implementation, and a chance to obtain responses to questions relative to their particular responsibilities.

Who May Attend

The Contractor Performance Measurement Course is open to military officers and DOD civilians who occupy, or have been selected to occupy: principal positions in program offices or in functional offices supporting program offices; a higher-echelon staff position concerned with the acquisition of defense systems; or the position of manager of a program that does not meet the major program criteria as defined in DODD 5000.1. Persons in equivalent positions in defense

industry are also encouraged to attend.

Can't Attend Campus Course? How About Correspondence?

The CPM course is also available as an individualized, self-paced course presented through a student workbook, references, and (optional) audiovisual tapes. The course parallels the CPM short course in content, but places more emphasis on analytic skills and estimates of cost at completion. It is in an easy-to-read style and format. About 30 hours are required to complete the course, although the student may elect to complete all or part of the course according to his/her job requirements and may skip parts where he/she already has knowledge. The student must, however, complete all 11 modules for a DSMC certificate of completion. Registration is coordinated through the DSMC Registrar's office. Distribution of course materials and the final test are administered by DSMC.

Business Management Course

To acquaint system acquisition personnel with business functions of the government program office as well as that of the contractor is the aim of the 3-week Business Management Course. It presents an overview of the systems management function oriented to business issues. Discussion includes such government topics as basic funds management concepts, cost estimating, program budgets, types of contracts and incentive arrangements, preparation of requests

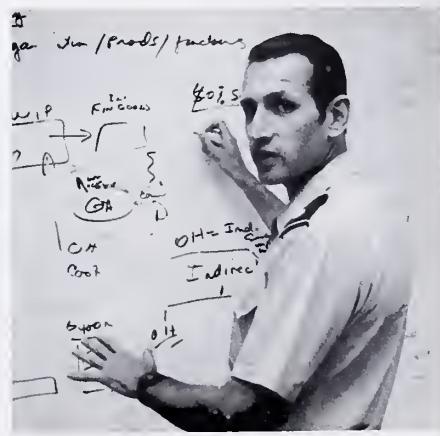


for proposals and source selection planning. Contractor topics covered include basic financial concepts, annual operating plans, and proposal preparation. Basic cost control functions, including the cost/schedule control systems criteria, from both government and contractor perspectives, will be discussed.

This course includes lectures and discussions associated with the program business functions and responsibilities and is designed to involve student participation.

Who May Attend

The Business Management Course has been designed primarily for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. Military personnel in grades 0-2 through 0-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals with similar positions in other federal agencies or the defense industry are also encouraged to attend.



Management of the Systems Acquisitions Process Course

(Formerly Policy and Organization
Management Course (POMC))

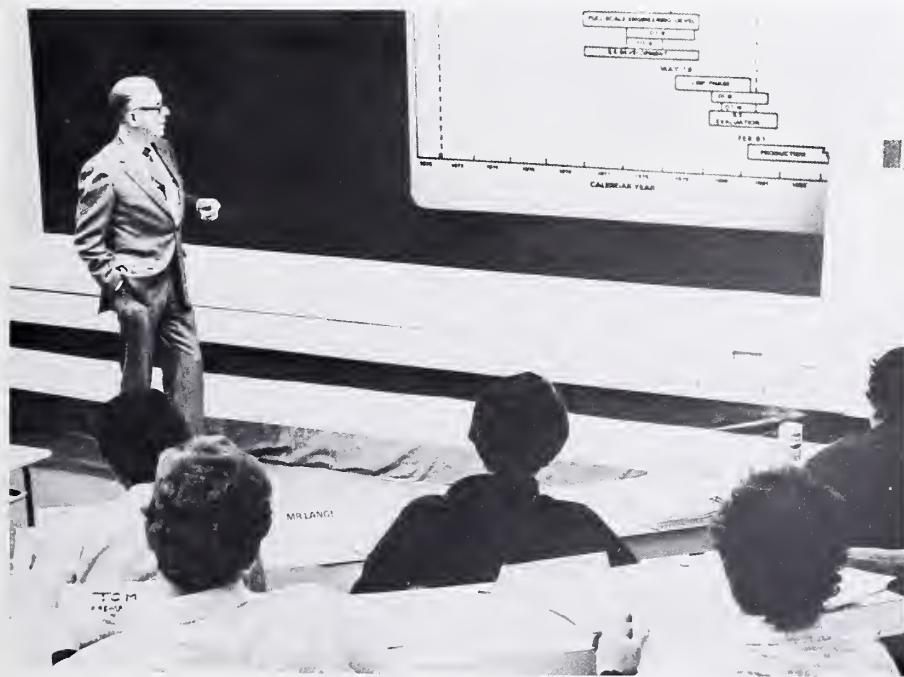


Management of the Systems Acquisition Process Course lasts for 3 weeks and provides an introduction to the concepts, scope, and application of program management practices within DOD. Attending the course will (1) equip the student to function in a program management office, or to effectively interface with the program management office through the development of an understanding of acquisition policies, tasks, problems, and issues confronting the PM; (2) develop an understanding of the roles, activities, and in-

tegration of functions and relationships of government and industry organizations that participate in and affect the acquisition process; and (3) develop an understanding of the importance of interpersonal relations and communication skills in the development of an effective acquisition team. This course allows middle managers to develop sound management abilities and to experience the practices and problems of program management operations. This course emphasizes the principles of program management, defense acquisition policy, human behavior, and effective communications.

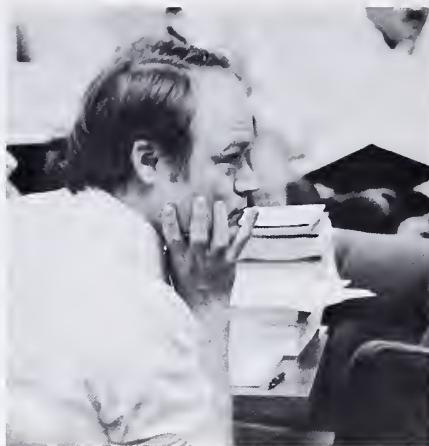
Who May Attend

This course has been designed primarily for DOD personnel with less than 3 years of acquisition management or related functional/staff experience. Military personnel in grades 0-2 through 0-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals holding equivalent grades in other federal agencies or the defense industry are also encouraged to attend.



Technical Management Course

Providing an introduction to the concepts, scope, and application of technical management disciplines to the systems acquisition process is the goal of the 3-week, Technical Management Course. Fundamental knowledge of these disciplines is stressed along with the qualities of judgment, initiative, and common sense. Week one of the course addresses system engineering management of both hardware and software. Week two of the course addresses integrated logistics support, life-cycle cost, and test and evaluation. Week three of the course addresses design to cost and production management.



The course is designed to: enhance the ability of staff or functional managers to interface with program management office technical efforts through development of a better understanding of the technical management process; develop an understanding of the activities and integration of technical disciplines necessary in the acquisition life cycle; and develop an understanding of the roles of government and industry organizations in the technical management efforts.

This course allows junior-level managers to develop a sound understanding of the technical management process through emphasis on the technical disciplines of systems engineering,

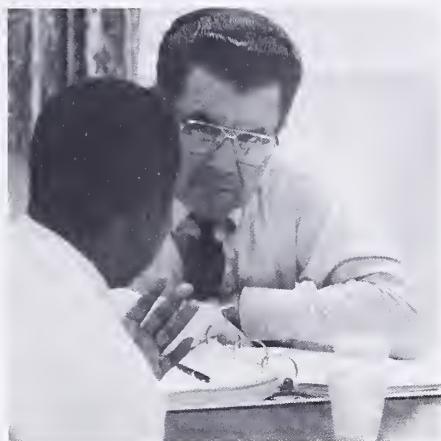
logistics support, test and evaluation, and production.

Who May Attend

The Technical Management Course has been designed primarily for DOD personnel with less than 3 years of acquisition or related functional/staff experience. Military personnel in grades O-2 through O-4 and Department of Defense civilians in grades GS-9 through GS-13 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense industries are also encouraged to attend.



Regional Centers



Steady increase in the complexity of modern military systems is paralleled by the steady increase in the complexity of the process used to acquire them. Even if all current efforts to streamline that process prove successful, the challenge of meeting expanded requirements with reduced funding will make the job of the acquisition manager more demanding and complex. Thus, the need for acquisition managers who are trained and fully prepared to take on the

task of guiding and directing important defense systems acquisition programs is greater than ever before.

Even though more than 2,000 students attend "in-residence" courses at DSMC each year, there are many others who need, but have been unable to get, the specialized education that the College offers. In order to meet the need for regional courses, DSMC has established four permanent regional centers. Centers in Huntsville and Los Angeles offered their first

courses in 1984. A third center opened in St. Louis in December 1984. The fourth center opened in Boston in mid-85.

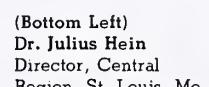
The functional package courses and select short courses will be offered. A peak operational load of 20-24 weeks of classes (80-96 weeks for all four centers) will be reached within 2 years.



(Top Left)
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Director, Southern
Region, Huntsville,
Ala.



(Top Right)
Dr. Samuel S. Staley III
Director, Western
Region, Los Angeles,
Calif.



(Bottom Left)
Dr. Julius Hein
Director, Central
Region, St. Louis, Mo.



(Bottom Right)
Mr. Gerald J. Chasko
Director, Eastern
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M.B.E., Claremont
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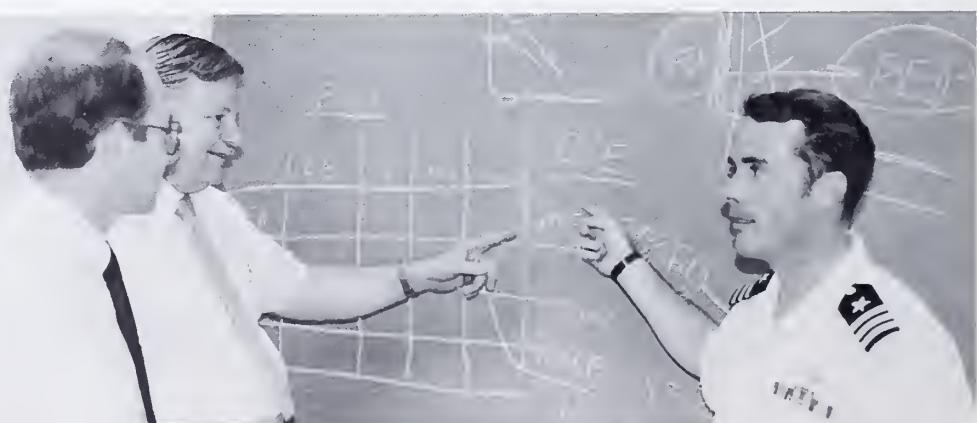
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Maryland.

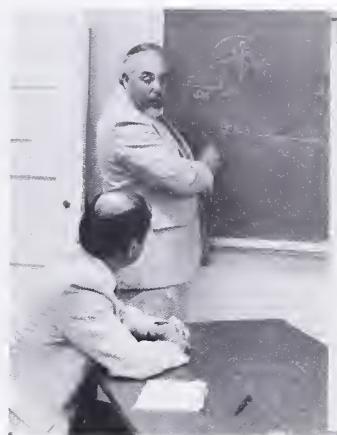
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Frank J. Waldron.





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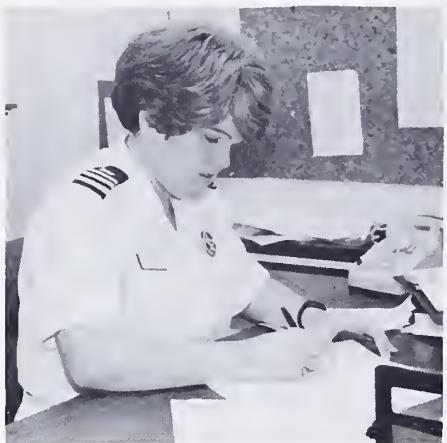
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Program Manager's Support System Directorate

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Jesse E. Cox, B.S.E.E., Northeastern University; M.E.A., George Washington University.

Kathryn Coffman, B.A., Mary Washington College; M.L.S., University of Maryland.

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Michael G. Krause, B.S., U.S. Air Force Academy; M.A., University of Maryland; M.P.A., University of Southern California.

Publications Directorate

Robert W. Ball.
Catherine M. Clark.

Information Directorate

Patricia H. Gipe, Director; B.A., M.L.S., University of North Carolina.





Department of Administration and Support

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Rock C. Wheeler, Jr., Lieutenant Colonel, USA, Associate Dean for Administrative and Personnel Services; B.S., Norwich University; M.A., Central Michigan University.

Military Personnel Division

M.C. Mosley, SFC, USA, Chief.

Civilian Personnel and Administration Division

L.G. DeBella, Lieutenant, USN, Chief; B.S., B.A., Fairleigh Dickinson University.



Office of the Registrar

John B. Bruce, Registrar; B.S., Eastern Michigan University; M.A., D.Ed., University of Michigan.

Plans and Resource Management Directorate

Charles R. Groves, Major, USA, Comptroller; B.S., Murray State University.



Academic Support Directorate

James O. Howell, Director; A.E.E., Capitol Radio Engineering Institute.

Audiovisual Division

Michael R. Dee, Chief; A.A., Prince George's Community College.

Graphic Arts Division

Gregory T. Caruth, Chief; B.A., West Liberty State College.



Duplicating Division

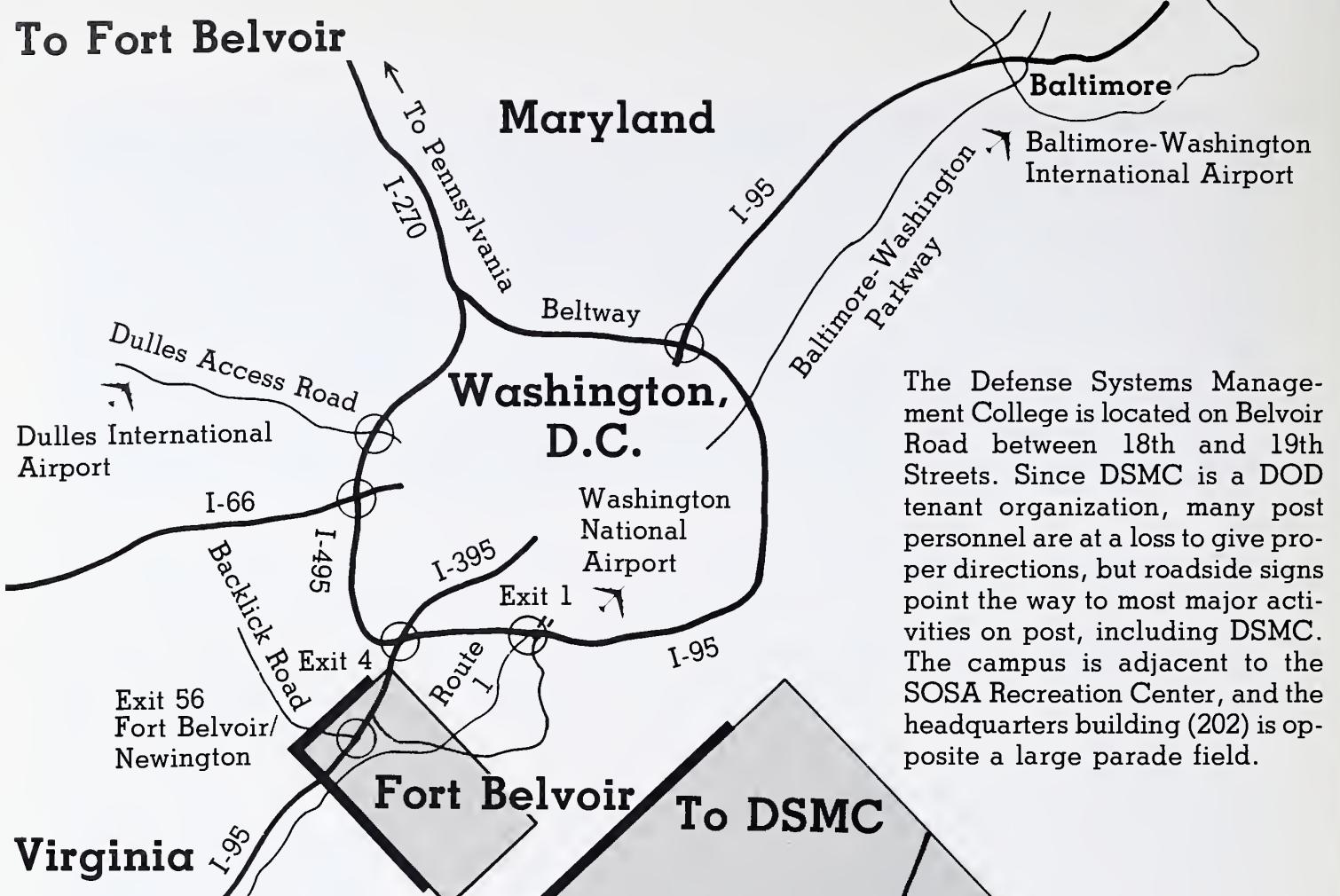
Francis N. Scavotto, MSgt, USAF, Chief.

Supply and Procurement Division

William P. Adams, Jr., Chief.



To Fort Belvoir



The Defense Systems Management College is located on Belvoir Road between 18th and 19th Streets. Since DSMC is a DOD tenant organization, many post personnel are at a loss to give proper directions, but roadside signs point the way to most major activities on post, including DSMC. The campus is adjacent to the SOSA Recreation Center, and the headquarters building (202) is opposite a large parade field.

FY 86 Academic Calendar

Correct as of 13 August 1985		Technical Management Course (TMC)*		24 Feb 86 - 28 Feb 86 Huntsville	
Course No./Location*	Dates	86-1R	7 Oct 85 - 25 Oct 85 St. Louis	86-6	17 Mar 86 - 21 Mar 86
Program Management Course		86-2R	2 Dec 85 - 20 Dec 85 Boston	86-7R	19 May 86 - 23 May 86 Boston
86-1	27 Jan 86 - 12 Jun 86	86-3	6 Jan 86 - 24 Jan 86	86-8R	2 Jun 86 - 6 Jun 86 St. Louis
86-2	28 Jul 86 - 12 Dec 86	86-4R	20 Jan 86 - 7 Feb 86 Huntsville	86-9	9 Jun 86 - 13 Jun 86
*Executive Courses		86-5R	10 Mar 86 - 28 Mar 86 Boston	86-10	28 Jul 86 - 1 Aug 86
Systems Acquisition Management for General/Flag Officers (SAM)		86-6R	31 Mar 86 - 18 Apr 86 Los Angeles	86-11R	18 Aug 86 - 22 Aug 86 Los Angeles
86-1	12 Nov 85 - 15 Nov 85	86-7R	19 May 86 - 6 Jun 86 Huntsville	86-12	8 Sep 86 - 12 Sep 86
86-2	21 Jan 86 - 24 Jan 86	86-8R	9 Jun 86 - 27 Jun 86 Boston	86-13	22 Sep 86 - 26 Sep 86
86-3	27 May 86 - 30 May 86	86-9R	30 Jun 86 - 18 Jul 86 Los Angeles		
Executive Refresher Course (ERC)		86-10	7 Jul 86 - 25 Jul 86	86-1R	18 Nov 85 - 22 Nov 85 Los Angeles
86-1	2 Dec 86 - 20 Dec 85	86-11R	1 Sep 86 - 19 Sep 86 St. Louis	86-2	16 Dec 85 - 20 Dec 85
86-2	24 Mar 86 - 11 Apr 86			86-3	3 Feb 86 - 7 Feb 86
86-3	8 Sep 86 - 26 Sep 86			86-4R	21 Apr 86 - 25 Apr 86 St. Louis
Program Managers Workshop (PMW)				86-5R	21 Jul 86 - 25 Jul 86 Huntsville
86-1	30 Sep 85 - 25 Oct 85			86-6	4 Aug 86 - 8 Aug 86
86-2	17 Feb 86 - 14 Mar 86			86-7R	29 Sep 86 - 3 Oct 86 Los Angeles
86-3	16 Jun 86 - 11 Jul 86				
*Functional Management Courses/Workshops					
Business Managers Advanced Workshop (BMAW)					
86-1	13 Jan 86 - 17 Jan 86				
86-2	23 Jun 86 - 27 Jun 86				
Technical Managers Advanced Workshop (TMAW)					
86-1	2 Dec 85 - 6 Dec 85				
86-2	23 Jun 86 - 27 Jun 86				
Management of the Systems Acquisition Process Course (MSAPC)* (Formerly Policy and Organization Management Course (POMC))					
86-1	21 Oct 85 - 8 Nov 85				
86-2R	2 Dec 85 - 20 Dec 85 Huntsville				
86-3R	17 March 86 - 4 Apr 86 Huntsville	86-1R	4 Nov 85 - 8 Nov 85 Boston		
86-4	7 Apr 86 - 25 Apr 86	86-2	2 Dec 85 - 6 Dec 85	86-1	9 Dec 85 - 13 Dec 85
86-5R	28 Apr 86 - 16 May 86 Los Angeles	86-3R	6 Jan 86 - 10 Jan 86 Los Angeles	86-2R	3 Feb 86 - 7 Feb 86 St. Louis
86-6R	9 Jun 86 - 27 Jun 86 St. Louis	86-4R	10 Feb 86 - 14 Feb 86 Huntsville	86-3	14 Apr 86 - 18 Apr 86
86-7	8 Sep 86 - 26 Sep 86 Boston	86-5R	12 May 86 - 16 May 86 St. Louis	86-4	2 Jun 86 - 6 Jun 86
Business Management Course (BMC)*		86-6R	16 Jun 86 - 20 Jun 86 Huntsville	86-5R	14 Jul 86 - 18 Jul 86 Huntsville
86-1R	4 Nov 85 - 22 Nov 85 Huntsville	86-7	11 Aug 86 - 15 Aug 86	86-6R	4 Aug 86 - 8 Aug 86 Boston
86-2R	2 Dec 85 - 20 Dec 85 Los Angeles				
86-3	27 Jan 86 - 14 Feb 86				
86-4R	21 Apr 86 - 9 May 86 Boston				
86-5R	2 Jun 86 - 20 Jun 86 Los Angeles	86-1R	30 Sep 85 - 4 Oct 85 Huntsville		
86-6R	7 Jul 86 - 25 Jul 86 St. Louis	86-2	21 Oct 85 - 25 Oct 85	86-1	18 Nov 85 - 22 Nov 85
86-7	28 Jul 86 - 15 Aug 86	86-3	2 Dec 85 - 6 Dec 85	86-2	27 Jan 86 - 31 Jan 86
		86-4R	3 Feb 86 - 7 Feb 86 Los Angeles	86-3	19 May 86 - 23 May 86

* An R after class offering indicates Regional offerings. Locations as stated.

For information about courses, call the Registrar's office at (703) 664-2152 or Autovon 354-2152



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